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Missouri at Work

Annual Report 1990

Missouri Job Training Partnership

Job Training Partnership Act (JTPA)

The expressed purpose of the Job Training Partnership Act (JTPA) of 1982 is to "Establish programs to prepare youth and unskilled adults for entry into the labor force and to afford job training to those economically disadvantaged individuals facing serious barriers to employment who are in special need of such training to obtain productive employment."



Annual Report to the Governor Program Year 1990

Missouri Training and Employment Council

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Abbreviations

JTPA	Job Training Partnership Act
MTEC	Missouri Training and Employment Council
OJT	On-the-Job Training
PIC	Private Industry Council
PY	Program Year
SDA	Service Delivery Area

Letter to Governor from MTEC Chair



The Honorable John D. Ashcroft
Governor, State of Missouri
Executive Office
State Capitol
Jefferson City, Missouri 65101

Dear Governor Ashcroft:

The Missouri Training and Employment Council (MTEC) is pleased to present this report to you on the performance of Job Training Partnership Act (JTPA) programs in Missouri for the period July 1, 1990 through June 30, 1991.

This report mirrors Missouri at work because of the closely linked job training efforts of state and local agencies, Private Industry Councils (PICs), labor groups and private industry.

During the past year, much of the Council's time has been occupied with mobilizing the resources and linkages necessary to support those Missourians affected by layoffs. The Customized Training program has continued to be an important resource in job creation and the Economic Dislocation and Worker Adjustment Assistance Act's (EDWAA) flexibility has been tested to assist workers to be retrained and returned to the economic mainstream.

Other accomplishments include the Council's pro-active position in the implementation of its Strategic Plan toward a mutually goal-oriented employment and training system for Missouri.

There still remain enormous challenges and opportunities to prepare Missouri's current and future work force.

On behalf of the Council, it is gratifying to work with you and the "Missouri At Work" job training system. Together we can continue to contribute to the viability of Missouri's economic future.

Sincerely,

A handwritten signature in dark ink, appearing to read "Terrence R. Ward". The signature is fluid and cursive, with a large, sweeping "T" and "W".

Terrence R. Ward
Chair
Missouri Training and Employment Council

Industry Expansion in Missouri

After a year and a half of research, Biocraft Laboratories, Inc. of New Jersey, chose Mexico, Missouri over three other states for its sixth plant site. The other five are in New Jersey. The company identified the quality of the work force, the eagerness of the State to attract Biocraft, and economic factors, particularly job training as major reasons for choosing Missouri.

Today, Biocraft employs 80 full-time workers and uses the Missouri Customized Training Program. A producer of generic pharmaceuticals, Biocraft officials needed training assistance for inexperienced employees working with chemicals and sophisticated equipment. Director of Administrative Operations, Terry Smith says, "Training assistance received from the Missouri Customized Training Program has been very important. The Mexico area labor force had virtually no experience in the chemical industry, therefore Biocraft needed employees trained in every aspect."

During the first two years of operation, the Division of Job Development and Training (JDT) provided approximately \$215,000 in on-the-job and classroom skill training assistance.

The Private Industry Council Employer Services Coordinator, Karen Wolfe says, "The Private Industry Council worked extensively with Biocraft in a well integrated program utilizing Missouri Job Development Funds as well as local Title II-A and Title III funds. Biocraft is an excellent company to work with and has provided the Mexico area with a much needed economic boost."

Mr. Smith says, "Biocraft is very happy with its decision to locate in Missouri. The low turnover rate can be attributed not only to the excep-

tional quality of the work force, but also the training provided to our employees through the Missouri Customized Training Program."

Experience Makes the Difference

An impending and possibly lengthy job search loomed for Dorothy Ivane Martin upon her completion of the Older Americans Act (Title V) funded activities.

Each of the 15 local JTPA Title II-A (3%) Missouri Experienced Worker Program (EWP) operators maintain non-financial agreements with Title V program operators for coordination of services of their nearly identical clientele.

At this same time, the Dora R-3 School District in rural southern Missouri found it would have to let a clerical worker/teacher-aide position go unfilled due to funding cutbacks.

After enrollment in the local EWP program, Ms. Martin was placed into on-the-job training at the Dora R-3 School District. With the benefit of an OJT partial wage reimbursement, the school district could afford to fill the clerical/teacher-aide vacancy.

This year's School District budget contains funds to fully support Ms. Martin's employment. She has provided relief from administrative duties for both the teachers and administrative staff.

There is "Life after Layoff"

Losing jobs through plant layoff, business closure, or bankruptcy can be devastating to Missouri workers. Larry Schelp, a farmer from

JTPA in Missouri

Lafayette County, lost his grain farm and livestock business and had to declare bankruptcy. Losing a 1,000 plus acre farm and large swine operation left Larry, his wife and three sons with no income and little promise of employment.

Larry learned about the availability of the Worker Reentry Program through the Western Missouri Private Industry Council, Inc. from a participant. He received counseling and assessment that led to enrollment in a Machine Tool Technology program at State Fair Community College. After graduation from the one-year certificate program, he was employed on a machine tooling line.

As hopeful as that was, more opportunities were to come. Larry's hard work and potential earned him a supervisory position. He now uses his technical knowledge and management skills to lead a 20 member technical team. Larry has a new job, a new life and a new beginning for his family.



JTPA in Missouri

JTPA Alumni Award Winners

The second National JTPA Alumni Week was celebrated from August 26 through September 2 to honor special alumni of the Missouri job training system for their achievements in Program Year 1990. Each Service Delivery Area (SDA) recognized several of their successful alumni and honored their achievements. At the Annual Governor's Employment and Training Conference, 15 special alumni, one from each SDA in Missouri, were honored. These award winners overcame adversity and are now contributing their skills to Missouri's economy and quality of life.

- **Vernon Cunningham** had three days to find employment or his house arrest would be revoked. He was placed in OJT at a local nursing home in the maintenance

department. His supervisors continue to be pleased with his work. Also, he has continued the literacy tutoring begun in prison and is well on his way to a reading level which will allow him into an ABE class and his goal, a GED.

- When **Connie Redman** was laid off, she wanted a well paying job which offered security and advancement, but as a high school dropout with only entry-level work experience, that seemed impossible. Through the job training system, Connie was able to obtain her GED, successfully complete her LPN training and obtain employment. Connie has found a career in a high demand, and she says gratifying, profession.
- **Charles Porter**, born without arms and into drugs in his youth, has recently completed his interrupted college studies and his OJT at a placement agency. He is now the General Manager at the same agency. In addition, through his church, he and his wife provide drug counseling. He is capitalizing on his abilities, not limited by his disability.
- Shortly after the birth of their first child, **Kathe Cooper's** husband was laid off, and they faced the threat of losing their home. With JTPA assistance, Kathe obtained her GED and was offered a

college scholarship. After successfully completing courses in the medical office procedures management technology program, she found employment in a local physician's office where she is still employed. Kathe's husband is now working full-time and, with her encouragement, studying for his college degree.


- With her two pre-school children, **Connie Decker** fled to Missouri from an abusive husband. Upon completion of a JTPA skill training program in office systems technology, she found employment as a file clerk in an insurance agency. Her job performance quickly earned her a promotion to secretary with a corresponding increase in salary.
- **Jerome Hall** was surprised that skills gained in his 12 years of military service were not marketable in the civilian job market. Several months of job hunting only led to frustration, marital problems and the threat of losing his home. But Jerome was persistent and his persistence led him to a JTPA sponsored job seeking skills program. Through the program, he was hired as a packer at a local manufacturing company. He has been promoted twice and is now the Union Representative and on the company's Productivity Steering Committee.



JTPA in Missouri

- **David Crownover**, a ninth grade school dropout, simultaneously attended two ABE classes and worked the third shift in an OJT program. He received his GED and continues his employment at the manufacturing company where he recently received a salary increase. His hard work helps him toward a brighter future.
- High school dropout, **John Hassell's** income from part-time jobs and welfare was not enough to support his growing family. He and his wife, Teresa, married when they were teenagers and dropped out of high school. That was five years ago, but with help from JTPA, both John and his wife have their GEDs and are on their way to college degrees. John is working part-time in broadcasting and majoring in criminal law.
- **Danna Ciolek**, mother of an eight year old son, wanted more than AFDC, food stamps and a fast food service job. Through determination and help from JTPA, she completed a business and office technology training program at a local AVTS with top grades. She was immediately hired by a local law firm and is now self-sufficient.
- With the completion of a JTPA skill training program in business and office technology, **Juanita Atkisson**, a single parent, found successful employment as a billing clerk in a local hospital. She plans to continue her education to fulfill her dream - becoming a legal secretary. She epitomizes what can be achieved with a willingness to learn, a desire to work and the assistance of JTPA.

- Single parent of three, **Bamby Miller**, finished at the top of her LPN class. She is currently employed at a local hospital in the Intensive Care Unit. People who know her are not surprised. Bamby has the ability, JTPA provided the opportunity and nursing is richer for it.
- Sixty year old **George Cottingham** says his life is just beginning. He has been sober for the past eight years and just successfully completed OJT as a relief cook. He continues to be employed at the same manufacturing company.
- Single parent **Juanita Watson** is now supporting her two children through her own full-time employment. After successfully completing a business and office technology course through a JTPA-funded skill training program, she obtained employment as a general clerk at a local company. Self-motivation has helped her reach her goals.

- **Debbie Shocklee** suddenly became the sole support for herself and her two children. She successfully completed a secretarial course through a JTPA-funded skill training program at a local AVTS and was immediately hired by a law office. Her determination has led to her family's self-sufficiency.
- In spite of transportation problems and a serious accident to one of her two children, single parent **Deborah Kaye Davis** simultaneously completed her GED and college level accounting/computer classes with perfect attendance and an A average. She is now employed full-time in her chosen field, accounting, and is well on her way to fulfilling her career goals and providing for her family. 



Overview of JTPA in Missouri

The Legislation

The Job Training Partnership Act (JTPA) of 1982 authorizes programs which prepare youth and unskilled adults for productive employment. It provides for training to help people with limited income or facing serious barriers to employment to obtain jobs. The Act also provides for employment and training services for permanently laid-off and older workers.

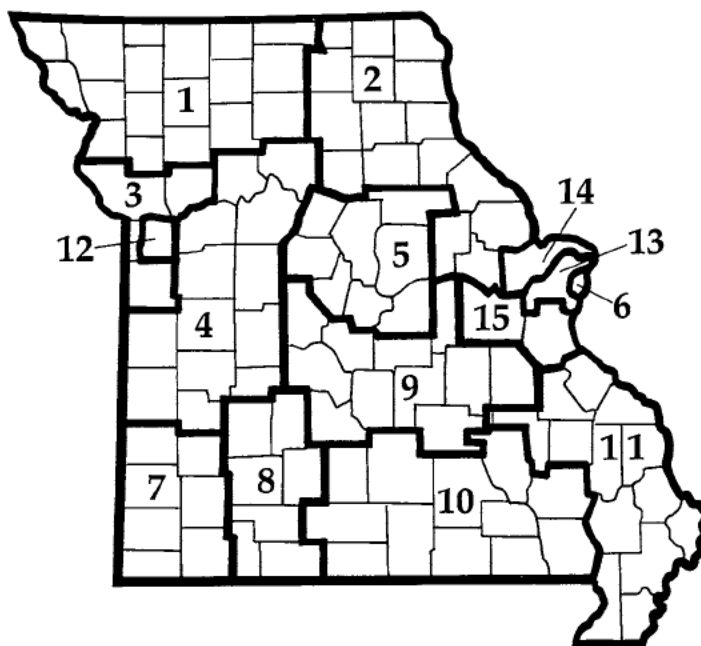
Title I provides authority and procedures for establishing advisory, policy making, and administrative entities required to carry out the provisions of the legislation.

Title II provides for the distribution of funds, authorized training activities for eligible youth and adults, and outlines uses of some state-administered funds.

Title III provides guidelines for the state-administered Worker Reentry Program.

Title IV provides guidelines for JTPA programs administered on the federal level.

Title V established employment- and training-related revisions to the Social Security Act and the Wagner-Peyser Act.



Counties Within Service Delivery Areas:

- SDA 1** Andrew, Atchison, Buchanan, Caldwell, Clinton, Daviess, DeKalb, Gentry, Grundy, Harrison, Holt, Linn, Livingston, Mercer, Nodaway, Putnam, Sullivan, Worth
- SDA 2** Adair, Clark, Knox, Lewis, Lincoln, Macon, Marion, Monroe, Montgomery, Pike, Ralls, Randolph, Schuyler, Scotland, Shelby, Warren
- SDA 3** Cass, Clay, Kansas City, Platte, Ray
- SDA 4** Bates, Benton, Carroll, Cedar, Chariton, Henry, Hickory, Johnson, Lafayette, Pettis, St. Clair, Saline, Vernon
- SDA 5** Audrain, Boone, Callaway, Cole, Cooper, Howard, Moniteau, Osage
- SDA 6** St. Louis City
- SDA 7** Barry, Barton, Dade, Jasper, Lawrence, McDonald, Newton
- SDA 8** Christian, Dallas, Greene, Polk, Stone, Taney, Webster
- SDA 9** Camden, Crawford, Dent, Gasconade, Laclede, Maries, Miller, Morgan, Phelps, Pulaski, Washington
- SDA 10** Butler, Carter, Douglas, Howell, Oregon, Ozark, Reynolds, Ripley, Shannon, Texas, Wayne, Wright
- SDA 11** Bollinger, Cape Girardeau, Dunklin, Iron, Madison, Mississippi, New Madrid, Pemiscot, Perry, Ste. Genevieve, St. Francois, Scott, Stoddard
- SDA 12** Jackson
- SDA 13** St. Louis
- SDA 14** St. Charles
- SDA 15** Franklin, Jefferson


How JTPA Is Administered

The Act continues the federal government's commitment to provide assistance to targeted populations. It also increases State responsibility for the general administration of the programs, which are locally implemented.

The Missouri Training and Employment Council meets approximately four times each year to discuss job training, program coordination, service delivery, performance standards and other employment and training issues.

The Council provides the Governor with policy advice to enhance the job development and training system. The Council has significant representation from the private sector, including its chair.

The Division of Job Development and Training administers JTPA and State funds to: 1) provide training for economically disadvantaged youth and adults; 2) establish worker reentry training designed to meet the needs of Missouri employees and employers in a technologically changing economy; 3) help train and find jobs for older workers; 4) provide customized training to meet needs of new and expanding employers; and 5) provide specialized training to potential school dropouts.

The Service Delivery Areas are 15 geographically defined areas in Missouri where JTPA services are available. Representatives of the private and public sectors serve on the Private Industry Councils. They are responsible for identifying the training needs and designing programs to meet those needs in the Service Delivery Areas. 

Overview of JTPA in Missouri

Missouri JTPA Administration

SDA	Private Industry Council Chairperson	Chief Elected Official	Administrative Entity	Administrator
1	Janice Taylor	Honorable Dwaine Meservey	Area Job Training Partnership Administration	Larry Markway
2	Charles Cannaday	Honorable Dennis McCutchan	SDA II PIC, Inc.	Michael Shepard
3	Tom Sprott	Honorable Emanuel Cleaver	Full Employment Council, Inc.	Clyde McQueen
4	Harold Young	Honorable Larry Peters	Western Missouri PIC, Inc.	Dr. Judy Kuhlman
5	Karla DeSpain	Honorable J. W. Toalson	Private Industry Council for SDA 5, Inc.	Jim Marcantonio
6	Donnell Reid	Hon. Vincent Schoemehl, Jr.	St. Louis Agency for Training & Employment	Vanetta Rogers
7	George Ulmer	Honorable Jerry Owen	SDA 7 Private Industry Council, Inc.	Marvin Parks
8	Ellis Shook	Honorable H.C. Compton	Job Council of the Ozarks	Chet Dixon
9	James R. Dickerson	Honorable Wilford Kallmeyer	Central Ozarks Private Industry Council	Janet Vaughn
10	Garland Barton	Honorable Betty Sue Crow	Ozark Action, Inc.	Kathleen Morrissey
11	Russell Leek	Honorable Gene E. Huckstep	Southeast Missouri PIC	Mary McBride
12	Paul Consiglio	Honorable Bill Carpenter	Full Employment Council, Inc.	Clyde McQueen
13	Richard Shea	Honorable Buzz Westfall	Department of Human Resources	Wayne Flesch
14	Patricia Schacher	Honorable Eugene Schwendemann	Office of Employment and Training Programs	Marvin Freeman
15	John Rhodes	Honorable Tom Fenner	Jefferson-Franklin Counties, Inc.	Ronald Ravenscraft
		Honorable Elizabeth Faulkenberry		

JTPA Funding in Missouri

Resources Available, Program Year 1990

Title II — Training Services for the Disadvantaged

1. SDA Adult and Youth Programs	\$47,361,284
a. Regular Adult/Youth (78% of Title II-A)	\$31,523,955
b. Summer Youth (100% of Title II-B)	\$15,837,329
2. State-Administered Funds (22% of Title II-A)	\$10,684,798
a. Experienced Worker Program (3%)	\$1,208,578
b. Education Coordination (8%)	\$4,022,812
c. Program Administration (5%)	\$1,844,083
d. Incentive/Technical Assistance (6%)	\$3,609,325
i. Incentive	\$2,171,585
ii. Technical Assistance	\$1,437,740

Title III — Worker Reentry Programs

1. Title III-F - State Worker Reentry Programs	\$ 243,945
2. Title III-F - Economic Dislocation and Worker Adjustment Assistance	\$ 8,854,066
3. Title III-D - Special Initiative for Economic Dislocation and Worker Adjustment Assistance	\$ 3,842,605

Title IV-C

Veterans	\$ 240,381
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Title IV-F

National Commission for Employment Policy	\$ 5,000
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Total Federal Allocation for Program Year 1990

\$71,232,079

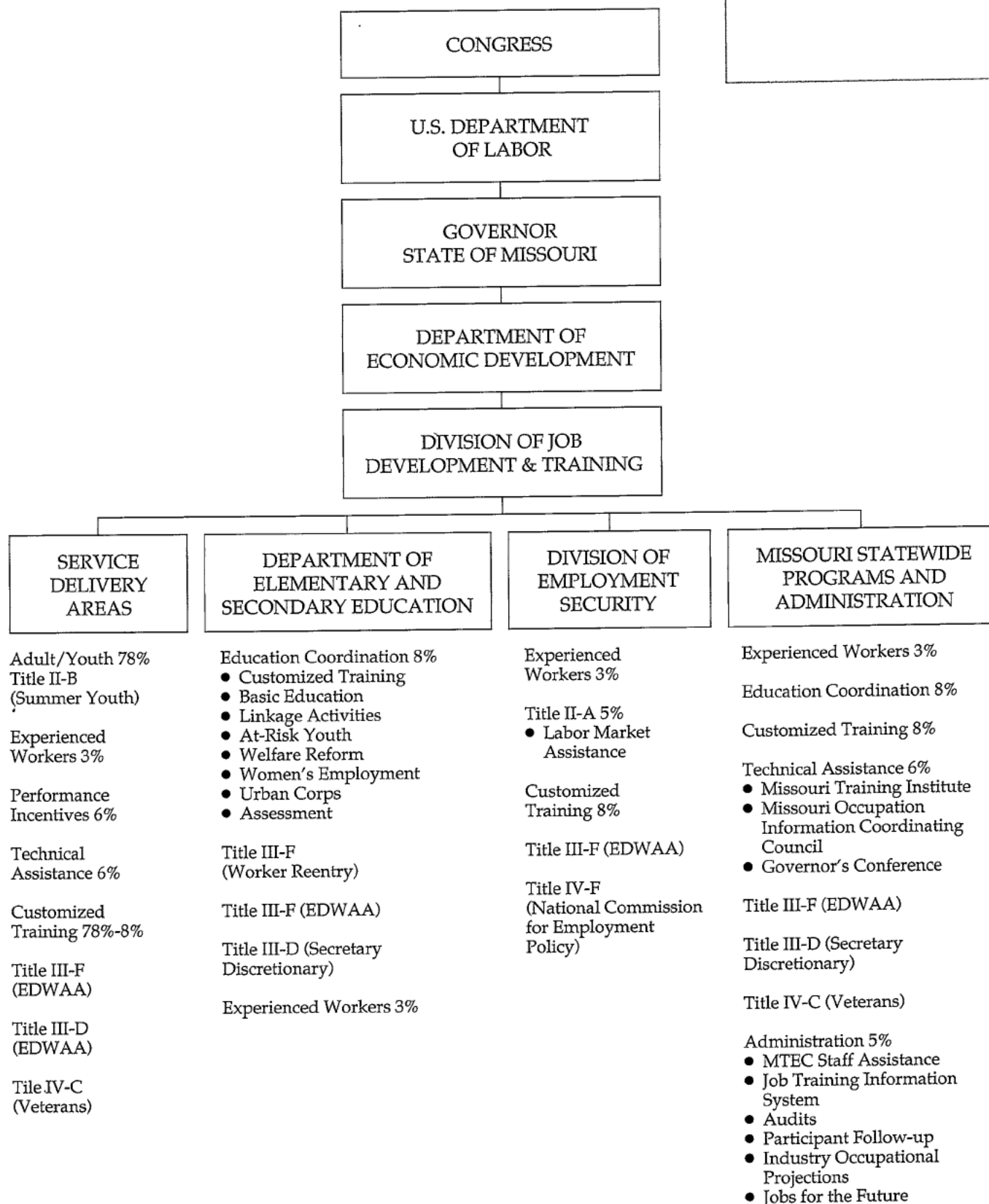
including Carry-In (for the period
July 1, 1990 through June 30, 1991
with the exception of Summer Youth
Program which is October 1, 1989
through September 30, 1990)

Program Allocation by SDA

SDA	Title II-A (78%)	Title II-A (6%)	Title II-B	Total
1	\$ 1,603,573	\$ 109,332	\$ 701,473	\$ 2,414,378
2	1,581,396	57,714	771,567	2,410,677
3	4,150,203	457,524	2,137,909	6,745,636
4	1,729,338	131,974	805,735	2,667,047
5	957,936	128,722	402,488	1,489,146
6	5,028,843	404,746	2,743,987	8,177,576
7	1,318,996	71,854	645,663	2,036,513
8	1,970,764	146,269	1,027,678	3,144,711
9	2,131,193	20,156	1,088,951	3,240,300
10	1,791,593	27,796	908,257	2,727,646
11	3,039,762	50,048	1,369,889	4,459,699
12	602,705	213,357	444,945	1,261,007
13	3,208,236	98,731	1,583,762	4,890,729
14	626,311	36,679	319,762	982,752
15	1,783,106	216,683	885,263	2,885,052
Total	\$31,523,955	\$2,171,585	\$15,837,329	\$49,532,869

JTPA Funding Flow PY'90

JTPA Funding in Missouri



JTPA Programs in Missouri

Adult and Youth Training Program (Title II-A)

JTPA authorizes training activities designed to alleviate the specific employment problems of economically disadvantaged adults and youth served through both state and locally administered programs. The Division works with and allocates funds to 15 local SDAs which constitute the primary delivery units for local programs. A PIC and the Chief Elected Officials within each SDA then determine the types of programs to be offered and are responsible for day-to-day operations. The types of programs may include, but are not limited to: on-the-job training, classroom occupational skill training, job search assistance, upgrading and retraining, customized training and work experience. The Division monitors, evaluates and provides technical assistance to the SDAs.

During PY'90, the JTPA program in Missouri served 16,020 participants in Title II-A; 12,316 completed the program, 7,317 of which were placed into unsubsidized employment.

Customized Training Program (Title II-A)

The Customized Training Program provides assistance to train eligible persons for newly created jobs with new and expanding employers. This program also helps retain existing Missouri jobs through retraining of employed workers made necessary by new capital investments.

Customized training can be classroom and on-the-job. It can be provided by a private institution, an area vocational/technical school, junior college, college or an employer's own trainers when certified by the Department of Elementary and Secondary Education (DESE).

To provide flexible, employer-specific training, customized training draws from two funding sources: JTPA Title II-A (8%) and the Missouri Job Development Fund (MJDF). These combined resources made \$5,785,694 available during PY'90.



In Program Year 1990

- JDT served 457 eligible participants via JTPA Title II-A (8%) funds. Those who entered employment received an average hourly wage of \$5.43.
- Task Oriented Training (TOT) was provided to 24 companies and trained 51 SDA job developers.
- Through the MJDF, the Division helped train 4,285 Missourians for newly created jobs, and retrain 1,763 Missourians so they could retain their current employment.
- The Division funded 89 customized training projects with Missouri employers. JTPA Title II-A (8%) funds were used exclusively for 12 of these projects, MJDF funds were used exclusively for 71 of these projects while six projects used a combination of JTPA Title II-A (8%) and MJDF funds.
- Forty-five thousand, two hundred and ninety (45,290) participants were served by DESE in classroom skill training for 134 employers using funds earmarked for customized training.
- The Division and DESE jointly funded 30 projects to train 13,476 participants.
- Customized training provided assistance to a variety of industries, including pharmaceutical manufacturers, metal fabricators, transportation, printers and publishers, plastic molders and food processors.
- The Division and the Department of Economic Development (DED) assisted 26 companies to locate or expand in Missouri, creating 1,928 new jobs.

Experienced Worker Program (Title II-A 3%)

The Missouri Experienced Worker Program (EWP) provides training and job placement assistance to workers age 55 and over who are economically disadvantaged. Participants are often retired or semi-retired and seeking to supplement their income through full or part-time employment.

A major emphasis is the removal of employment barriers which often prevent older individuals from finding jobs. The program assists the participant to overcome specific barriers. Statewide, available services include job search assistance, part-time or full-time OJT, and referral to vocational training to acquire additional skills or refine existing skills.

In order to closely coordinate EWP services with those provided with the Missouri Division of Aging and Title V Senior Community Services Employment Program, the Division remains an active member of the Missouri Senior Employment Coordination Committee of the Governor's Advisory Council on Aging.

During PY'90, the program served 901 experienced workers. Of those participants who completed, 68% entered unsubsidized employment at an average wage of \$5.09.

This average wage represents a 3% increase over PY'89.

Assessment Centers (Title II-A)

The Division, through a contract with DESE, funds eight assessment centers. They provide JTPA eligible youth and adults an opportunity to make appropriate vocational career decisions by helping them realize their marketable skills through testing, exploration, and interviewing. The centers are located in Cape Girardeau, Hillsboro, Kansas City, Sikeston, Springfield, St. Charles, St. Louis, and Sedalia.

Many of the centers provide mobile services to serve hard-to-reach clients. This approach uses a wide variety of testing instruments which allow for customized evaluation services.

JTPA Programs in Missouri

Summer Youth Program (Title II-B)

The program offered to economically disadvantaged youth during the summer consists predominately of opportunities to gain work experience. However, there was also a strong emphasis on remedial and basic education in the summer of 1990. Nine thousand, five hundred and forty-six (9,546) youth were served, the majority participated in some type of work experience but 1,187 also participated in a remedial and basic education component. Eighty-eight percent (88%) of the youth enrolled successfully completed the summer program.

Program Year 1990 Assessment Centers

SDA	Center	Total Money	JTPA Money	Number Served
11	Cape Girardeau	\$ 83,689	\$29,972	70
15	Hillsboro	136,000	68,000	262
3/12	Kansas City	270,000	65,000	210
11	Sikeston	93,600	46,800	95
8	Springfield	126,554	63,277	229
14	St. Charles	126,554	63,277	111
6/13	St. Louis	269,520	78,760	297
4	Sedalia	77,966	38,983	164

JTPA Programs in Missouri

Rapid Response and Worker Reentry Program (Title III)

Rapid Response and Worker Reentry Programs help serve workers who are laid off because of business closures or cutbacks and are not likely to return to their previous industry or occupation. Rapid Response services begin by immediate contact with a company prior to lay off. Meetings are scheduled with the company and its affected workers. At these meetings, state and local staff disseminate information regarding programs and services designed to lessen the impact of a layoff and help return the affected workers to productive employment. Other agencies which

assist JDT staff in Rapid Response may include DED, Division of Employment Security, University of Missouri Extension, AFL-CIO State Labor Council, and local Worker Reentry Program Operators.

Services include assessment and testing, job search assistance or job clubs, counseling and other supportive services, and classroom occupational and on-the-job training.

In Program Year 1990

- The Division, through its 15 substate grantees, enrolled more than 5,500 laid-off workers.
- \$5,100,000 of the available State Title III formula funds were used to help laid-off workers reenter the work force.
- Seventy-three percent of laid-off workers completing the program secured employment at an average hourly wage of \$8.06.
- \$125,260 in additional Title III National Reserve funds were expended to serve 1,350 workers laid off at McDonnell Douglas in St. Louis.

- Approximately \$1,520,000 in EDWAA 40% funds were used to enroll 1,347 laid-off workers in vocational training and education classes.
- Rapid Response was provided to 132 companies that laid off approximately 30,000 employees due to closures or permanent mass layoffs.

Missouri Veterans Program

The Veterans Program began in PY'87. It enables the State to focus on veterans as a special need group for job training and placement activities. Eligible veterans are: 1) service-connected disabled veterans; 2) Vietnam-era and theatre veterans; 3) recently separated veterans; and 4) veterans referred by Title IV-C coordinators.

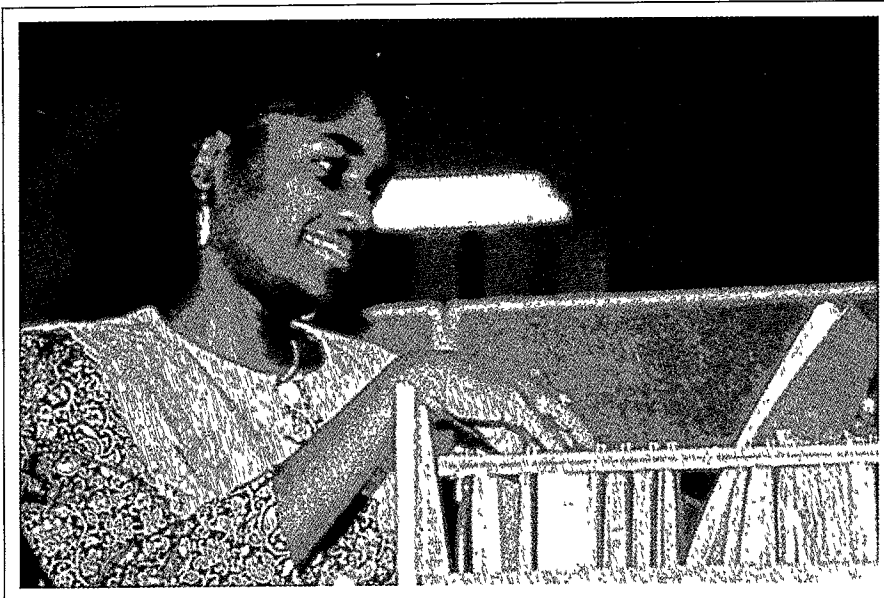
There were 251 veterans served in PY'90.

FUTURES

Missouri's Job Opportunities and Basic Skills (JOBS) training program, known in Missouri as FUTURES, is a State administered program established to help Aid to Families with Dependent Children (AFDC) recipients prepare for employment and self-sufficiency.

In Missouri, the FUTURES program is administered by the Department of Social Services, Division of Family Services (DFS). FUTURES case managers orient and guide AFDC clients to education, training, and support services.

The Division of Job Development and Training is actively involved in the provision of participant services, particularly classroom occupational and on-the-job training. It also provides assessment services to complement the initial assessment and any other appropriate services to aid the AFDC participant in achieving his or her career goals.



In PY'90, 357 FUTURES participants received services through JTPA. The State's departments of Social Services, Labor and Industrial Relations, Elementary and Secondary Education, and Economic Development are charged with avoiding duplication, with making the best use of existing systems, and with using general revenue to maximize the level of federal dollars flowing to Missouri for the FUTURES program.

Missouri Training Institute

Job Training Professional Development


The Missouri Training Institute (MTI) is JTPA-funded through a contract with the Missouri Division of Job Development and Training. A part of the University of Missouri-Columbia College of Business and Public Administration and the University Extension Division, MTI provides training for job training professionals.

An annual needs assessment of the Missouri Job Training System is conducted to ensure the professional development activities reflect the staff's needs. The four major services provided by MTI are:

- Professional Development Training: Over 1,600 participants attended training in job development, employment counseling, case management, supervision, JTPA administration and marketing. Videotape training packages have also been produced in the areas of counseling, employability skills and customized training. Training is offered statewide or tailored to an SDA's specific needs.
- The Staff Development Resource Center (SDRC) services include: Speakers and materials on JTPA topics; InfoShare sessions to help system members share and learn from each other; Resource Library for videos, books, and other material on job and staff development issues; and a "Directory of the Missouri Job Training System" about people and organizations involved in job training.
- Orientation Training: An updated video and guide entitled "Missouri At Work" is available to all staff and volunteers in the

JTPA Programs in Missouri

Missouri Job Training System along with staff assistance for designing and conducting orientation sessions.

- Annual Governor's Employment and Training Conference: MTI coordinates the Annual Job Training Conference sponsored by the Governor and the MTEC. In PY'90, over 900 PIC members, staff, and other individuals involved in job training attended the conference. More than 70 speakers conducted 32 workshops on policy, management, administrative and programmatic issues. 



SDA Highlights

Alternative Education Tutoring Program

Self-esteem and a sense of responsibility are two qualities that lead to success in today's world. Students involved in a tutoring program at South Point and Fifth Street Elementary schools in Washington, Missouri (SDA 15) gain self-esteem, while their tutors from the Alternative Education Program at Four Rivers Area School learn responsibility.

The Alternative Education Program students visit elementary schools in eight school districts twice a week. "It's a privilege to be a tutor," said Nancy Cover, Coordinator of Alternative Education. "We stress attendance, attitude, appearance and grades. Being a tutor is like having a job. If a tutor is unable to attend a session, he/she is expected to get a substitute or call in so a substitute can be found."

Individual one-on-one interaction has improved the self-esteem of both the high school student tutors and elementary student pupils. One elementary teacher believes growth in self-confidence is the biggest benefit for her students. "They're not afraid to ask teenagers for help and their grades have improved also," she added.

After three years of steady growth and success, the program continues to prove its worth for the community.

New Skills Building Component for Adults

The SDA 5 Private Industry Council accepted the challenge of initiating a comprehensive approach to instruction, guidance and counseling known as "Affective Work Competencies". Affective Work Competencies help adults gain proficiency in such areas as: punctuality, honesty, reliability, dependability, initiative, helpfulness, cooperation and willingness to learn. Mastery of these skills helps an individual understand the sociology and psychology of the world of work as well as enhances their daily lives.

The Affective Work Competencies component has become an effective and integral part of training programs offered to adults in SDA 5.

Project SPIRALS

Project SPIRALS stands for "Single Parents Probing Inner Resources and Achieving Lasting Skills". It was developed by the Visiting Nurse Association of Southeast Missouri in cooperation with the Learning Center in Steele and the Southeast Missouri Private Industry Council (SEMO PIC) to offer single parents opportunities to explore career options and develop skills which lead to self sufficiency. After an initial assessment, the participant is actively involved in the design of her training program.

Like its logo the SPIRAL, the program takes a holistic approach. "We help participants get in touch with their inner resources to allow growth in motivation and self-esteem, to teach what it means to be good parents, and to help get a job", Sister Mary Francis Reis, Project Director, explained.

These objectives are achieved through a variety of ways. These ways include:

- Individual counseling, nutrition and health care and career assessment.



- A support group for single teen parents to encourage them to complete their education.
- Parenting workshops for both parents and children.
- Presentations by guest speakers who also serve as role models.
- Classes in employment preparation, job training and job procurement.
- Weekly practice in exercise, journal keeping, computer skills, and community volunteer work.
- Field trips to local historical sites and higher education institutions.

Since beginning in January, 1991, 17 persons have been enrolled, several of whom are job ready. The annual goal is 45.

Task Oriented Training

SDA 14 plunged headfirst into Task Oriented Training (TOT) finding the process interesting and the employer pleased. A local customized cabinetmaking company was one of the first area employers to try TOT.

TOT offered something for everyone. The company gained employee input about work quality. They plan to use this information to reorganize, hire, and train new employees to increase efficiency and balance workloads. The employees' input into company policy enhanced their position and skills during a time of growth. The company's success has required doubling the shop area and expanding the work force to 28 employees. This provided additional OJT placements.

SDA Highlights

Several SDA staff rotated as TOT facilitators and thereby gained skills and confidence with the training process, as well as cabinetmaking. As the opportunity to combine TOT with OJT arises in the future, staff will be skilled in Task Training analyses which can be adapted to other potential OJT employers. As an added bonus, word of the program's success has spread and increased the likelihood of future JTPA referrals for SDA 14.

Corps Helps Youth Focus on The Future

Juan Walker paused from building a woodland hiking trail at Weston Bend State Park in Platte County and pondered his new path in life.

"The streets are rough," said the 19 year old resident of central Kansas City. "Since I got in the program, I've turned my life around. I stopped everybody from thinking negative about me. I have an outlook."

Walker is enrolled in the Kansas City Urban Youth Corps. The program, offered by the Full Employment Council, combines a paying job with academic and work-skills training for at-risk youth. Juan's co-workers are a mix of people 17 to 23 years old, all looking for a new start. Some sought the program for work, others were directed there by court officials.



SDA Highlights

What they find is strict discipline during four work days that begin with exercise and a thought for the day. On the fifth day they study toward a high school degree. Mickie D. Hughes, Corps Director, said, "We're challenging them to be on top of things, not just a good strong back, but a mind as well, a good citizen." Like the Civilian Conservation Corps of the 1930s, the program focuses on public projects and community service work. Some donated work is funded by grants, while agencies like the Missouri Department of Natural Resources contract for work to be done. Anthony Sims, assistant crew leader on the trail, says, "It's hard work, too many bugs. But when we get finished, it looks great." Sims will be one of the first graduates of the 12-month program. He hopes to work for a parks and recreation department. His chances of finding work are good. The Corps has agreements with private industry, governments and labor unions for job opportunities for the young people who finish the full 12-month program.

Work Force Forums

The rapid development of country music theaters and the resulting need for supportive facilities created a work force demand larger than the supply in Stone and Taney Counties.

SDA 8's Job Council was asked to help address this potential economic crisis. The result was a series of four one-half day Work Force Forums to define the specific problems and develop appropriate recommendations for action.

The forums involved many business and community leaders and resulted in 29 recommendations. Also, three leadership bodies were created to direct community initiatives and provide leadership in specific areas.


The final report "Averting an Economic Crisis: A Strategy to Ensure a Quality Work Force for Stone and Taney County, Missouri" contains recommendations which could be useful to areas facing similar economic problems.

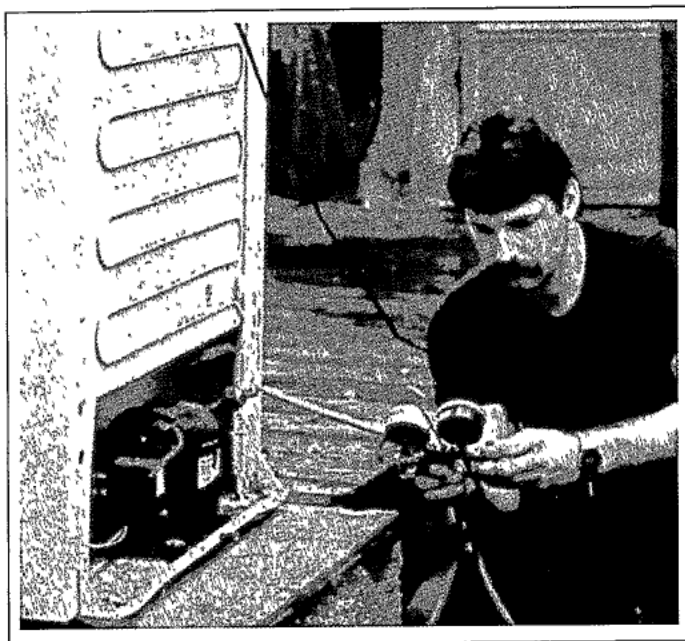
On-the-Job Coaching Program for Adults with Mental Retardation

Retha Jerls washes dishes for a St. Louis County restaurant and could not be happier.

Retha, who had been looking for work in food service, found her job through the St. Louis Agency for Retarded Children's supported employment program - the Alternative Employment Project (AEP). AEP is a job placement and training service for adults with mental retardation, supported in part by SDA 13 with JTPA funds.

Retha received training and guidance, both before and after she was hired, through a job coach. Assistance was also extended to her employer. This continuous support guaranteed the job met both the employer's and employee's needs.

The fit for both Retha and her employer seems perfect. For the last year and one-half, she has enjoyed her job, her co-workers, and is part of the "family" at a popular Clayton restaurant. 



Performance Measurement in Missouri

All performance standards established for JTPA by the Department of Labor (DOL) were exceeded in Missouri during Program Year 1990.



Statistical Profile of Program Performance

Title II-A Performance vs. Standards

Performance Measure	Performance Standard	Actual Performance
ADULTS		
Follow-Up Weekly Earnings	\$196	\$210
Follow-Up Welfare Weekly Earnings	\$170	\$196
Follow-Up Welfare Employment Rate	49%	50%
Follow-Up Employment Rate	62%	63%
YOUTH		
Entered Employment Rate	48%	53%
Employability Enhancement Rate	27%	39%

Title III Performance vs. Standards

Performance Measure	Performance Standard	Actual Performance
Entered Employment Rate	66%	71%
Average Wage at Placement	\$8.10/hr.	\$8.12/hr.

Statistical Profile of Program Performance

Characteristics of JTPA Participants

A typical Title II-A participant for Program Year 1990 is white (68%), between the ages of 30 and 54 (31%) and is a high school graduate or equivalent (53%). This documents a higher percentage of minorities are served than their incidence in the economically disadvantaged populations, since 83% of the eligible population is white. Again this program year, 55% of the participants were female. It is also significant to note that 36% of JTPA participants were classified as dropouts. The Missouri service level exceeds the national average for

JTPA services to dropouts.

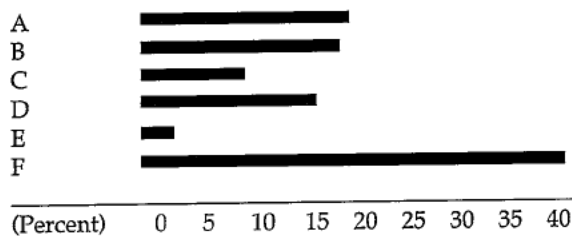
"Employment Status" (page 19) is defined at the time of application to JTPA. Statistics show 88% of the participants served were either unemployed (75%) or not actively seeking employment (13%) at the time of enrollment into JTPA.

The Placement statistics show 87% of all participants who found jobs were unemployed prior to JTPA.

The "Other" characteristics show the service level (participants) and placement statistics for some of the special target populations under JTPA, including participation by Food Stamp recipients (40%), single parents (17%), AFDC recipients (24%), handicapped (7%), and offenders (6%).

Services Provided to JTPA Participants Program Year 1990

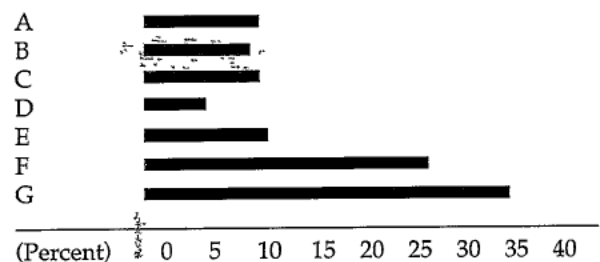
Adults



Service Provided	Number Served
A. Classroom-Occupational Training	3,010
B. On-the-Job Training	2,951
C. Other Educational Training	1,291
D. Job Search Activities	2,488
E. Work Experience	279
F. Other Services (Vocational Exploration, Supportive, Orientation, Transitional, Placement)	6,866

NOTE: Participants may receive multiple services and are counted in each appropriate category, resulting in a total percentage in excess of 100%.

Youth

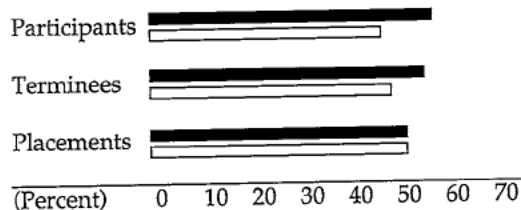


Service Provided	Number Served
A. Classroom-Occupational Training	1,342
B. On-the-Job Training	1,212
C. Other Educational Training	1,405
D. Job Search Activities	555
E. Work Experience	1,466
F. Exemplary Activities	3,836
G. Other Services (Vocational Exploration, Supportive, Orientation, Transitional, Placement)	5,153

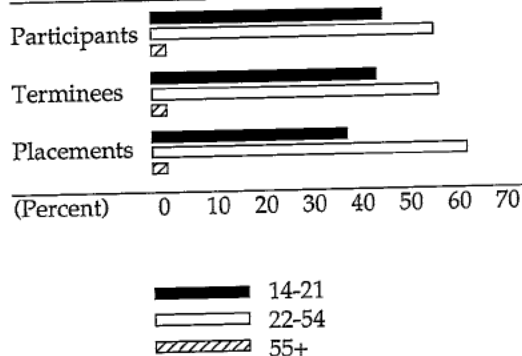
NOTE: Participants may receive multiple services and are counted in each appropriate category, resulting in a total percentage in excess of 100%.

Statistical Profile of Program Performance

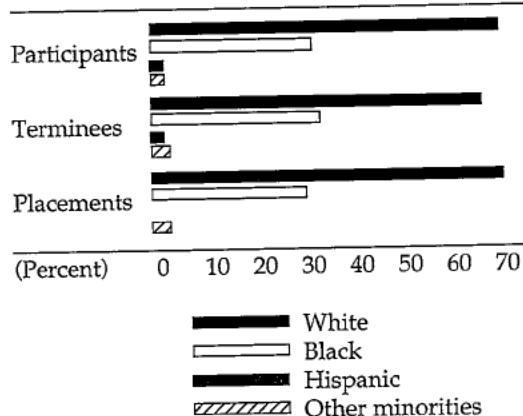
Male/Female



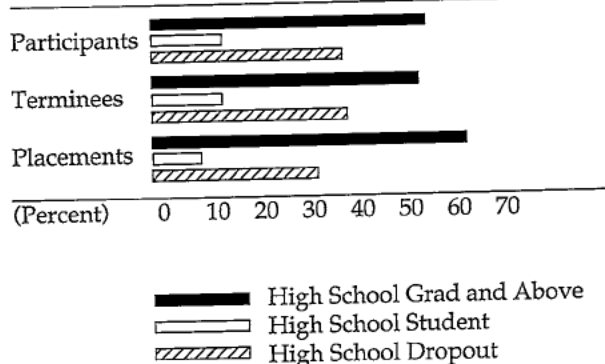
Age



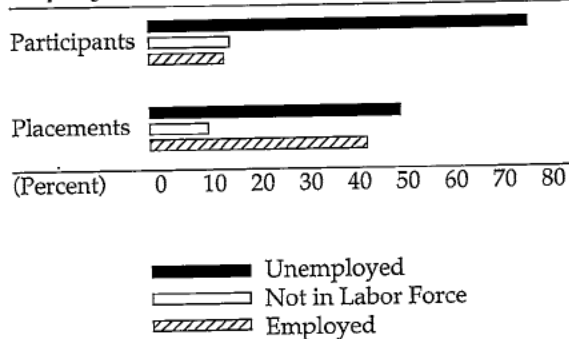
Race/Ethnic



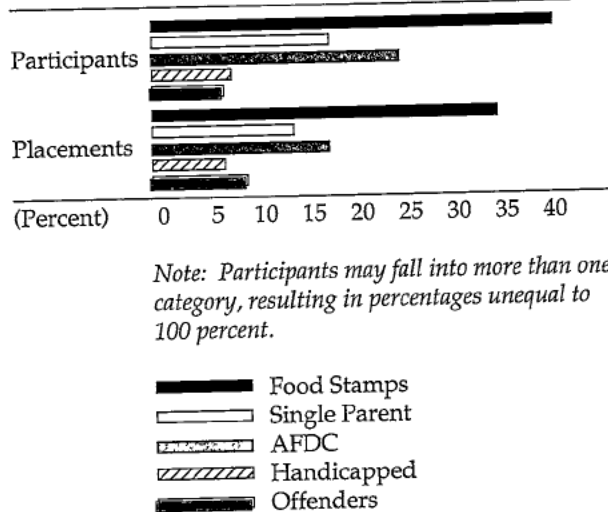
Educational Status



Employment Status



Other



Note: Participants may fall into more than one category, resulting in percentages unequal to 100 percent.

Statistical Profile of Program Performance

Results from the Telephone Survey

ITEM	TOTAL	PERCENT
Total Surveyed:	3,001	
Worked 13th Week:	1,964	65.4%
Did Not Work 13th Week:	1,037	34.6%
Quality of Service		
Excellent:	1,441	48.0%
Good:	1,135	37.8%
Fair:	243	12.4%
Quality of Training		
Excellent:	963	32.1%
Good:	1,306	43.5%
Fair:	371	12.4%
Current Status		
Employed Part-Time:	358	11.9%
Employed Full-Time:	1,673	55.8%

(Combined figures for Title III FF and Title II-A
78% and 6%)




Follow-Up

The JTPA 13-week post-program follow-up has been in operation for five years. Operations are housed at JDT, while the data processing support is provided by the Department of Economic Development.

The telephone follow-up contacts are made on a random sample of adult participants thirteen weeks after termination from their Title II-A or Title III funded JTPA program. The follow-up system is

designed to provide information useful in evaluating the effectiveness of JTPA programs. The system also asks the participant to evaluate the services and training received.

Follow-up continues to be one of the tools used to measure SDA performance. Program Year 1990 performance standards for Title II-A adults included four follow-up measures. They are: weeks worked, weekly earnings, entered employment rate and entered employment rate for welfare recipients. 

What the Awards Are

On October 31, 1991, the Governor's awards for excellence were presented at the Governor's Annual Conference, recognizing outstanding performance in job training during PY'90.

Outstanding State-Funded Worker Reentry Program

Winner

Project Refocus, SDA 3

Accomplishments

During eight years of operation, the University of Missouri Kansas City's Project Refocus has consistently exceeded performance standards and provided quality services to Kansas City's laid off workers.

Due to an outstanding team effort, Project Refocus exceeded performance standards for participants served by 126%; clients entered unsubsidized employment by 142%; the average wage at placement by 122%; and the entered employment rate by 122%.

Legislation requires at least 50% of the funds be spent on retraining activities, and Project Refocus responded by exceeding this by 322%!

This hard work resulted in excellent service to the area's laid off workers.

Private Industry Council Member of the Year

Winner

Mabel Gist, Western Missouri Private Industry Council, SDA 4

Accomplishments

Mabel Gist has been a dedicated member of the PIC since 1983, but her dedication to human resource development extends over 20 years.

For the past two years, she served as Chair of the Western Missouri PIC. She is currently serving her second year as Secretary/Treasurer of the organization of Missouri Private Industry Council Chairs.

This past February, she became the first Missourian elected to the board of the National Association of Private Industry Councils.

Mabel Gist is a fine example of what PIC volunteers bring to the JTPA system. She gives her time, experience, resources and ideas for the betterment of Missouri's citizens.

Governor's Awards

Outstanding Achievements in Service to High School Dropouts

Winner

St. Louis County Department of Human Services, SDA 13

Accomplishments

SDA 13 has demonstrated an awareness of the needs of school dropouts and the ability to design programs to meet those needs. In PY'90, they exceeded their 24% service requirement by 158%.

Outstanding Achievements in Service to Welfare Recipients

Winner

Western Missouri Private Industry Council, Inc., SDA 4

Accomplishments

Each SDA is required to serve AFDC recipients at a percentage level that is consistent with the number of AFDC recipients in their area. This year, SDA 4 distinguished itself by exceeding its service requirement by 313%.



Governor's Awards

Outstanding Skill Training Program

Winner

Jobs Partnership Center and
St. Louis Community College,
SDA 13

Accomplishments

The Jobs Partnership Center is operated by the St. Louis Community College. The program is designed to provide St. Louis County residents with training in demand occupations. The six fields of study are individualized, competency-based and predominately self-paced.

This year the St. Louis area economy was slow, with several major layoffs. The Jobs Partnership Center served 43% more people than it had planned and still maintained a placement rate of 67%.

This successful placement rate was due to excellent training, and an aggressive marketing program which has many area employers recruiting employees through the Center.

Outstanding On-the-Job Training Program

Winner

Productive Futures, Inc., SDA 6

Accomplishments

Productive Futures, Inc. is a minority, female owned and operated private-for-profit firm established in 1985. It has provided OJT services for the St. Louis Agency on Training and Employment since 1986. In fact, this is the second time in the last three years Productive Futures has won this award.

The program's outcomes speak for themselves. One hundred and fourteen participants were placed in OJT positions, 85% of whom were retained. Thirty-three percent of the participants were school dropouts, 82% were black. Veterans and offenders each made up 90% of the participants, while 24% received AFDC.

Outstanding Customized Training Program

Winner

Western Missouri Private
Industry Council, Inc., SDA 4

Accomplishments

With the cooperation of the Department of Elementary and Secondary Education (DESE), seven Area Vocational Technical Schools, State Fair Community College, JDT, local chambers of commerce, economic development agencies, the West Central Community Action Agency, Missouri Valley Community Action Agency, and the Division of Employment Security (ES), the Western Missouri PIC has provided a responsive, unified system for delivering customized training services to area employers.

In PY'90, a total of \$598,559 in state and local funds trained 619 people, at a 95% employment rate. This program has also been honored by the National Association of Counties.

Outstanding Experienced Worker Program

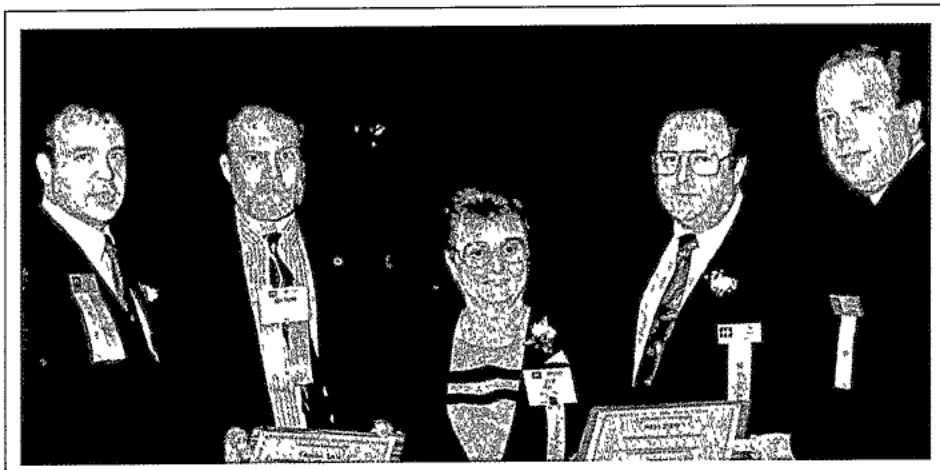
Winner

Division of Employment
Security, Kansas City
Downtown Office

Accomplishments

This office has consistently provided outstanding service to workers who are 55 years and older in SDA 3. In PY'90, this Experienced Worker Program served 114, with an entered employment rate of 90%.

This outstanding service is directly attributable to the efforts of ES/JTPA staff. Each case is approached on an individualized basis which has helped many clients return to the workplace and improve their lives.



Outstanding Exemplary Youth Program

Winner

Ozarks Area Community Action Corporation and the Private Industry Council, Inc., SDA 7

Accomplishments

The Ozarks Area Community Action Corporation through the Monett Area Vocational Technical and the Aurora R-VIII Schools jointly developed a project to expose at-risk youth to various occupations and career opportunities.

The students were selected by JTPA and school counselors.

Food Service, Computer Operation, and Health Services training were selected by the SDA 7 PIC because of their local growth potential.

Through field trips to related businesses and rotation among each training area, the students learned about food service management and cashiering; computer programming and budgets; and health care services.

Outstanding Performance Achievements

Winner

Jefferson-Franklin Counties, Inc., SDA 15

Accomplishments

Overall, SDA 15 exceeded its six performance standards and attained the highest performance average statewide. During PY'90, SDA 15 exceeded its performance standards by 36%, earning the spot as the top performing service delivery area.

Governor's Awards

Private Industry Council of the Year

Winner

St. Louis City Private Industry Council, SDA 6

Accomplishments

The role of the PIC is crucial to the success of job training programs in every local area. The SDA 6 PIC has demonstrated exemplary service and is an outstanding model for other SDAs in the state.

This council has shown exceptional organizational structure, leadership, oversight, and linkage with the various partners in the local job training system.



Governor's Awards

Outstanding Dedication and Service by Local Elected Officials

Winner

Presiding Commissioner
Ron Casey, Jefferson County,
SDA 15

Accomplishments

Commissioner Casey has been a strong supporter of JTPA programs and has made the Governor's coordination initiatives one of his priorities.

He has encouraged all of the agencies in Jefferson County to work together closely and to exchange information and resources which impact on the employment and training needs of Jefferson County residents.

Under his leadership, SDA 15 has exceeded their annual performance standards since 1983.

Outstanding Special Populations and Innovative Programs

Winner

Southeast Missouri Private
Industry Council, SDA 11

Accomplishments

The Southeast Missouri Private Industry Council believes strongly in assessment as an effective training tool. During PY'90, the PIC took the initiative in establishing three assessment centers in the SDA. The PIC also provided administrative services and served as advisors to all three centers. Additionally, it sponsored training sessions for job training counselors on the effective use of the assessment process to benefit their clients.

The centers are located at the Cape Girardeau Area Vocational Technical School, the Sikeston Public Schools, and the Bootheel Education Center/Southeast Missouri State University.

The PIC provided over \$22,000 to supplement funds provided by DESE, JDT, and the Cape Girardeau Schools.

The Southeast Missouri PIC's commitment to effective client assessment has expanded. It has added another assessment site in Flat River and will increase its financial support to over \$180,000.

Governor's Special Award to Displaced Workers Through the Worker Reentry Program

Winner

Office of Employment and
Training Programs, SDA 14

Accomplishments

The Worker Reentry Program is operated jointly by the Office of Employment and Training Programs and the St. Charles Community College in SDA 14. This partnership combines the strengths of both programs to better serve the area's displaced workers.

During PY'90, the two agencies planned to serve 299 clients but actually served 969, with a follow-up entered employment rate of 90.8% and an average wage at placement of \$10.30.

In addition, a Department of Labor Discretionary Grant received to serve an anticipated 146 laid off workers actually placed 236 clients with an average wage at placement of \$10.79 per hour and a follow-up entered employment rate of 100%.

The client-centered approach, combined with job search workshops, weekly networking and group support sessions, has made an impact for displaced workers in SDA 14.



Governor's Special Award for Effective Youth Programming

Winner

Job Council of the Ozarks,
SDA 8, and the Ozarks Area
Community Action
Corporation

Accomplishments

The Summer Youth Neighborhood Revitalization Program combines work experience with educational enrichment.

Community Development Block Grant funds for materials and supervisors were combined with JTPA funds for support. The neighborhood revitalization projects offered opportunities for inner-city youth to learn new skills as well as contribute to the community.

Working with various community and public works agencies, the young people built a house for a low income family, weatherized homes and repaired park tables and playground equipment.

The educational enrichment activities exposed them to outdoor/nature activities; many for the first time. Trust walks, rope courses, rock climbing and repelling provided physical challenges and fun. But the real value was to improve self-esteem, increase social skills, and learn to trust and be trusted by others.

Improvement in Youth Employability Enhancements

Winner

Central Ozarks Private Industry
Council, SDA 9

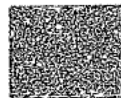
Accomplishments

SDA 9 is recognized for the greatest improvement in Youth Employability Enhancements. In PY'90, the Central Ozarks Private Industry Council improved by over 128%.

The Youth Employability Enhancement performance standard emphasizes the need to provide comprehensive services to youth so they may achieve greater success in tomorrow's labor market.

SDA 9's achievement is consistent with the national focus of offering greater program diversity and higher quality programs for participants.

Governor's Awards



Governor's Special Award for Outstanding Outplacement Services

Winner


McDonnell Douglas

Accomplishments

The cancellation of the A-12 attack plane by the Defense Department, coupled with earlier cuts, affected thousands of McDonnell Douglas employees in the St. Louis area.

McDonnell Douglas contributed over \$2,000,000 to establish various programs to assist their employees in finding other jobs.

Three Outplacement Resource Centers were established. These centers provided job fairs, seminars on resume writing and interviewing skills, a resume referral service for both local and national job listings. Free postal, long distance phone service and fax machines were also available.

McDonnell Douglas worked closely with JDT and local JTPA AEs and program operators to provide comprehensive services to its laid off employees. 



MTEC Summary and Recommendations

Missouri Training and Employment Council, Program Year 1990

Activities Summary/ Recommendations/Action

A number of significant programs, plans and events were initiated by the Missouri Training and Employment Council (MTEC) through its job training and policy advisory roles including:

- Sponsorship of the Governor's Annual Employment and Training Conference, "Training for Success in the Work Place", featuring a variety of speakers and workshops for the benefit of over 900 participants;

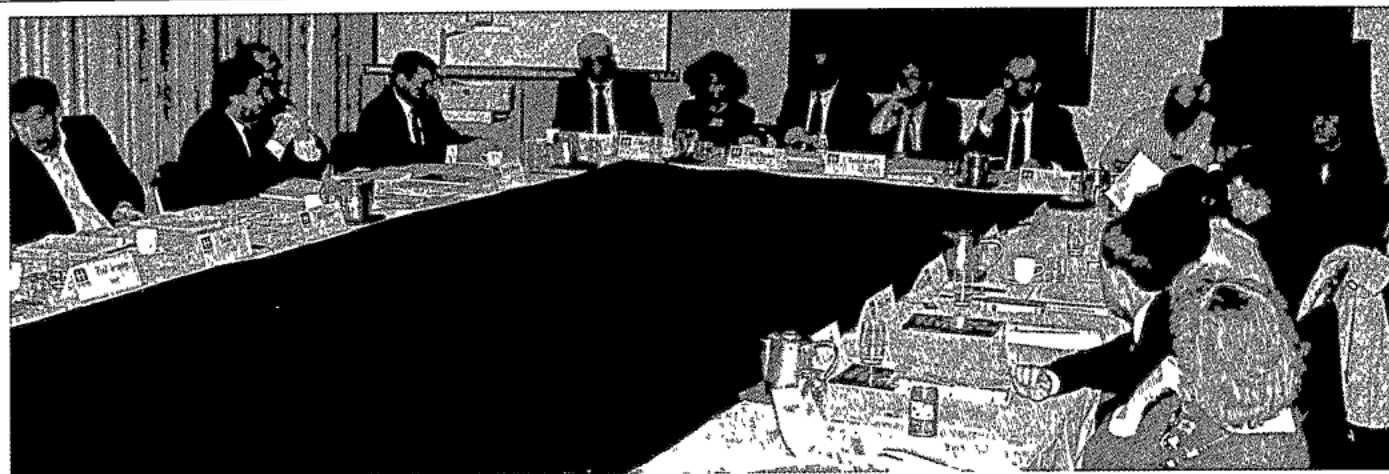
- Finalization and implementation of a two-year strategic plan for the employment and training system.
- Actively meeting the challenge of the recommendations from the Jobs for Missouri's Future (JMF) final report which are relevant to the employment and training system.

Coordinated Service Delivery/Action

MTEC initiated these actions through JDT:

1. Implemented Missouri Youth Service and Conservation Corps projects to provide educational remediation, employability skills training and work experience through conservation and community service. Projects are designed to provide training experiences while simultaneously employing youth in community service.

2. Provided technical assistance through JDT for SDAs in the continued implementation of the required coordination plans.
3. Directed the provision of continued technical assistance and oversight of the implementation of local job training plans and policies during Program Year 1990.
4. Endorsed job training-related legislation introduced in the 1990 Missouri General Assembly by establishing the Missouri Training and Employment Council (MTEC). This became effective August 28, 1991. ↑↑



Business

Chair

Terrence R. Ward
Assistant to the Chairman
H & R Block

Vice-Chair

Milton J. Bischof, Jr.
Executive Vice-President
Russell & Axon, Inc.

Robert E. Bell
President
Robert E. Bell Associates

Fred Grayson
Personnel Manager
Briggs & Stratton Corp.

Bill House, Jr.
President
House Construction Co., Inc.

Karen L. Pletz
Attorney/Sr. Vice-President
Central Trust Bank

Mary Rhodes
Attorney
Clayton & Rhodes

Janice C. Schuerman
Vice-President of Corporate and
Member Services
MFA, Inc.

Jan C. Tupper
Senior Project Director
Allgeier, Martin & Associates, Inc.

Local Government

Betty Gregoire
Assessor
Platte County

General Public

Dennis G. Coleman
St. Louis

Dr. William J. Mann
Kansas City

Thomas M. Sullivan
Jefferson City

Local Education

Dr. Marvin R. Fielding
President
State Fair Community College

James M. Orr
Assistant Director
Graff Career Center

Community-Based Organizations

George Eberle, Jr.
President
Grace Hill Neighborhood
Services

Doris J. Jones
Vice-President of Community
Programs
Urban League of Metropolitan
St. Louis

John Walker
Advisory Board Member
Urban League of Greater Kansas
City

Labor

Michael L. Fisher
President
Heart of America Labor Council

Ollie W. Langhorst
Representative
St. Louis Carpenters District 1596

Daniel J. "Duke" McVey
President
Missouri State Labor Council

State Agencies

Robert H. Asel
Coordinator, Community & Adult
Education
Department of Elementary and
Secondary Education

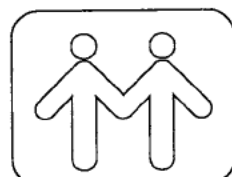
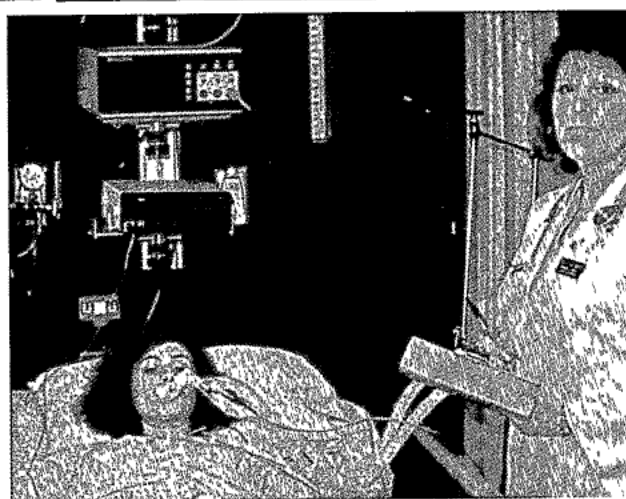
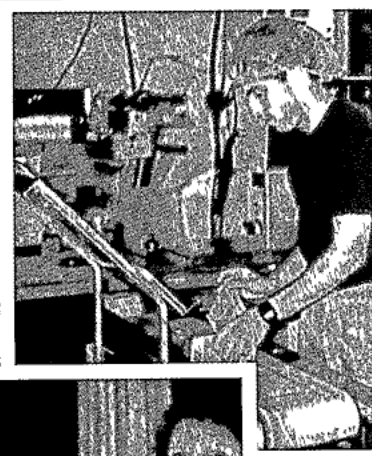
Alan Franklin
Director
Division of Employment Security

Carl M. Koupal, Jr.
Director
Department of Economic
Development

Carmen K. Schulze
Director
Division of Family Services



1990 Pictorial
Review of
JTPA in
Missouri



MISSOURI
AT WORK





Produced by
The Missouri Division of Job Development and Training
221 Metro Drive
Jefferson City, MO 65109